

Owner	Risk ID	Risk Statement	Mitigation Strategy	Timeframe	Category	Severity
Anita Webster						
	IP0003	The strategy and methodology for Integration may be inadequately defined and deployed	The Integration Project will develop and implement an integration methodology and develop an integration plan for each active module as it enters formulation.	Agency Design	Mission Success	6
	IP0010	Requirements and implementation conflicts/overlaps between functional owners may not be identified and resolved before system implementation.	The IFM Integration Project will pay significant attention to the management of requirements. A well documented and publicized requirements management strategy will help ensure visibility and awareness of requirements across the Program. The IPO will identify requirement conflicts/overlap and seek to eliminate the process inefficiencies that they precipitate by arbitrating requirements conflicts between functional owners and module projects.	Agency Design	Mission Success	6
	IP0015	Insufficient definition of Integration Project Office and Module Project roles and detailed contractor responsibilities may cause organizational conflicts that impede overall Program success.	Develop and document specific roles and detailed responsibilities for the Integration and Implementation Contractors. Also, define the specific roles, detailed responsibilities and relationship between the Integration Project and Module Projects and clearly delineate responsibility for completing specific tasks.	Agency Design	Mission Success	6
	IP0024	Integration opportunities between NASA business processes may not be identified.	The IFM Program Integration Project will pay significant attention to the development and execution of the business layer of the IFMP Integration Architecture. A Program-wide Business Process Model (BPM) strategy will be developed and published to ensure visibility and awareness of the IFM business architecture.	Agency Design	Mission Success	2
	IP0030	NASA legacy applications may not be successfully integrated with SAP.	The Integration Project will define an integration methodology and organizational structure that includes participation from all application owners and SAP implementation contractors. The Integration Project will also acquire and utilize an Enterprise Application Integration (EAI) tool to enable SAP/Legacy system integration.	Agency Design	Integration / Technical	6

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Neil Rodgers	IP0031	The Integration Project may not have sufficient participation in the overall Core Financial process teams.	The Integration Project will establish representation on each of the process teams and specific roles will be established for those representatives.	Agency Design	Mission Success	4
	IP0034	Knowledge base containing detailed definition of business processes and SAP configuration may not be available to the technical team, causing delays in development of EAI interfaces	The Integration Project Office will work with the module Agency Process Teams (APTs) to ensure that individuals with the necessary business process knowledge are available to work with the technical teams. The IPO will also work with module projects to ensure that business process and configuration information is documented and available for use by the technical team.	Pilot Center	Integration / Technical	6
	IP0002	The Integration Contractor may lack sufficient SAP/EAI skill and expertise.	The Integration Project will closely monitor contractor skill sets, establish interim assessment opportunities and ensure open contractor communication. The Integration Project will also work with consultants to fill any skill gaps, as necessary.	Agency Design	Mission Success	6
	IP0005	The program implementation strategy may lead to too many concurrent projects.	The Integration Project will provide complexity assessments to the Program as schedules are developed. The Integration Program will develop a detailed Project Plan addressing the integration tasks for each Module Project. The Integration Project will conduct integration risk assessments during each Project formulation. Finally, the Integration Project will develop a modular and flexible Enterprise Application Integration backbone that will enable a less complex and more	Agency Design	Schedule	3
	IP0013	The roles of IPO and the Program Office may not be clearly defined or understood.	The Integration Project will engage the Pathfinder projects early and proactively	Agency Design	Mission Success	4

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	IP0014	Local Center IT and/or business initiatives may conflict with IFMP goals and objectives.	Establish Customer Board to oversee IFM and Business Center Implementation.	Agency Design	Mission Success	4
	IP0022	Agency and Center IT and/or business initiatives may conflict with ability to achieve goals and objectives.	The Integration Project will work closely with the CIO through the IP Steering Committee and CIO-sponsored task forces to ensure they understand IFMP requirements and do not adopt initiatives that will conflict with IFMP goals and objectives.	Agency Design	Mission Success	6
	IP0025	The Integration Project may not be able to acquire and retain the appropriate civil service skills necessary to support program requirements.	The Integration Project will proactively work with MSFC management and Human Resources organization as well as other NASA Centers to obtain necessary Civil Servant skills on both a temporary and permanent basis.	Agency Design	Mission Success	9
	IP0029	Center Technical (Environment and Organizational) infrastructure are inconsistent across the agency and may prove to be ineffective in supporting each Modules deployment.	The Integration Project will communicate technical capability requirements with each Center's IT focal point as technical design and sizing data become available.	Agency Design	Mission Success	3
	IP0008	Information created or stored in deployed IFM modules may not be easily accessible by end-users.	The IFM Program Integration Project will develop and implement an integrated end-user "portal" and data warehousing strategy to ensure that all required functional data elements are available to NASA IFMP end-users. This strategy will be implemented over the life cycle of the Program as Modules are deployed.	Agency Design	Mission Success	3

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Randy Sparkman					
IP0004	May not be able to distribute and maintain configuration control of client software.	The IFM Program Integration Project will engage the Agency Desktop Service providers through the PCIT arm of the Agency CIO to develop an effective and manageable client-side software distribution and maintenance capability. In doing this, the IFM Program Integration Project will define requirements for each module addressing client-side software. This risk is further mitigated by the continued focus on deploying "thin" or "light" client-side elements for all IFMP modules.	Agency Design	Integration / Technical	6
IP0009	Selected ERP products may not support all of NASA's standard client platforms.	The IFM Integration Project will work on a module-by-module basis to establish technical desktop requirements and conduct testing. The Integration Project will work with the NASA PCIT to develop client platform standards where possible. This will be determined where NASA PCIT and the Centers determine that access to the IFMP system carries a higher priority than maintaining incompatible platforms. This risk is further mitigated by the continued focus on	Agency Design	Integration / Technical	4
IP0016	The selected COTS product may not support Entrust, the NASA standard Public Key Infrastructure (PKI) product	The IFM Program Integration Project will work to maintain technical awareness of PKI capabilities and issues in the ERP space in order to maximize the Entrust PKI-aware ERP functionality afforded to users of NASA IFMP systems.	Agency Design	Integration / Technical	1
IP0017	The selected COTS products may not be compatible with NASA firewall implementation practices.	The IFM Program Integration Project will perform hands-on analysis of the networking behavior of potential NASA ERP systems and will work with Center IT service providers, the NASA CIO community, and the PCIT to minimize, or eliminate, the impact of problematic ERP networking techniques.	Agency Design	Integration / Technical	4
IP0018	Single instance of ERP may generate single point of failure.	The Integration Project will focus on availability, scalability and failover when designing the Data Center technical architecture.	Agency Design	Integration / Technical	3

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	IP0021	System performance and stability may be unacceptable as a combination of users and data are added to the system.	The Integration Project will develop specific scalability and performance test plans and metrics to help maximize the efficient operation of the integrated NASA ERP modules.	Agency Design	Integration / Technical	6
	IP0026	EAI product leadership is uncertain in a crowded vendor landscape; the chosen EAI vendor might not be viable or could abandon the product.	The Integration Project will conduct a rigorous product selection and pilot activity with emphasis on vendor viability and supported by leading industry analysis.	Agency Design	Integration / Technical	2
	IP0027	The complexity and immaturity of the EAI technology may prove to be more trouble than it is worth.	The Integration Project will work with the Integration contractor, SeeBeyond, SAP and the Implementation contractor to develop a suitable EAI architecture that supports the efficient integration of all necessary modules and systems.	Agency Design	Integration / Technical	6
Steve Smartt						
	IP0001	May fail to define and transition to the necessary operation model to support the new system	The establishment of an operational approach based on the Competency Center Model that clearly defines the roles for the various levels of operations, along with an operational transition plan developed by the Module Projects Steering Committee, Integration Project and each Module Project will ensure effective sustaining support during the transition.	Agency Design	Mission Success	6
	IP0019	The Integration Project may not effectively execute operational processes defined for Travel Manager, Resume Management, Core Financial and SAP development and test environment.	The Integration Project Office will work to develop standard operational procedures for each module's test and development environment, along with defined Help Desk procedures and Service Level Agreement.	Agency Design	Integration / Technical	3

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	IP0033	The Integration Project may not have the resources to support a competitive procurement for IFMP implementation and sustaining support by April 2003	Coordinate with MSFC management to determine the procurement strategy for Competency Center support services; decision by April 2002. Acquire necessary number of skilled civil service staff to support a competitive procurement while continuing to support ongoing IFM Program activities.	Agency Design	Integration / Technical	6